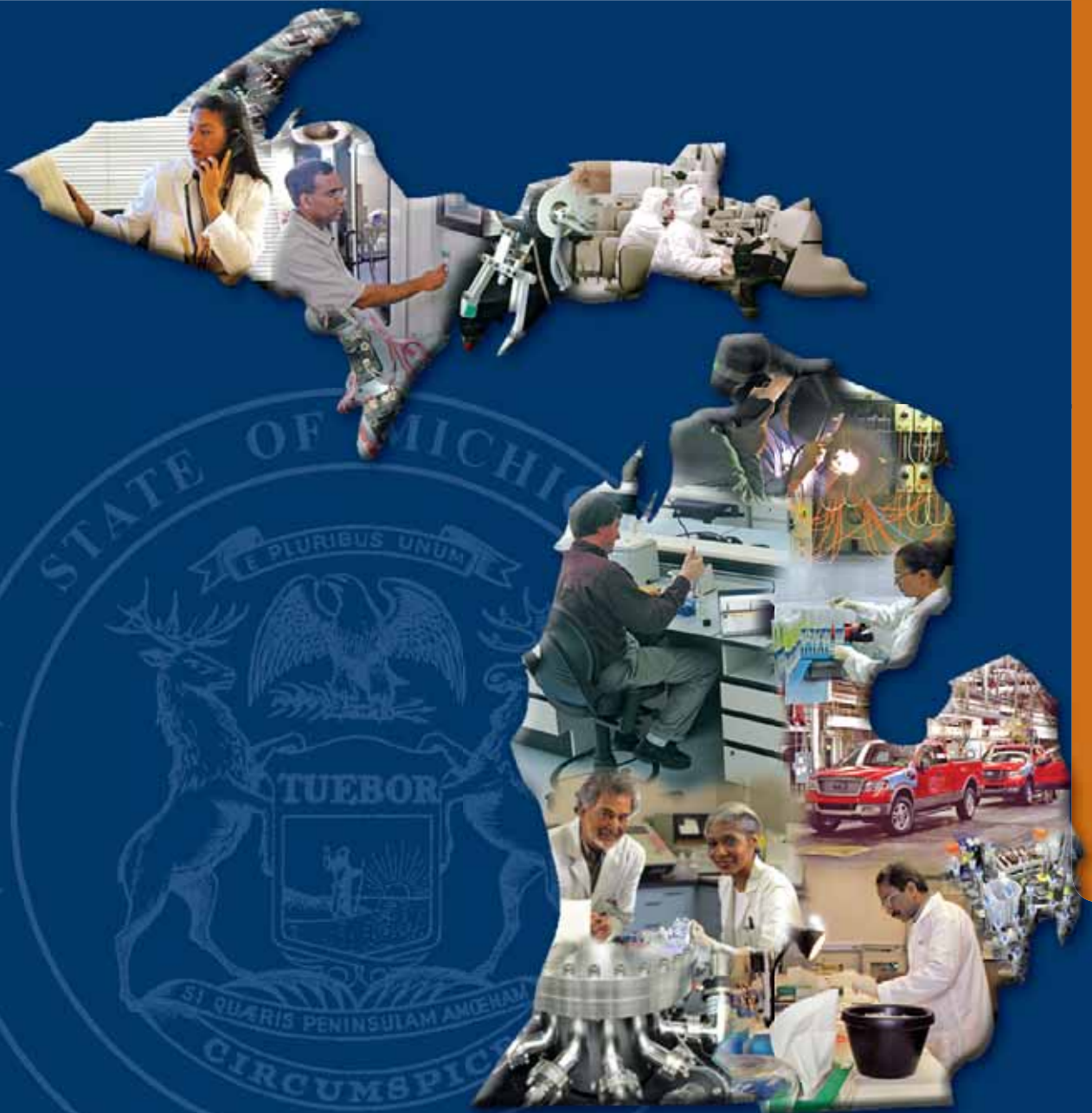


Governor Granholm's Plan to Transform Michigan's Economy





Dear Friends,

On the pages that follow, you will see details of an economic plan that is remaking Michigan to meet the challenge of the 21st century economy and ensure that we grow Jobs Today and Jobs Tomorrow.

In the 20th century, Michigan earned a reputation as a world-renowned center of manufacturing. Our products combined quality you could count on with innovative design, thanks to a creative and skilled workforce and a work ethic second to none.

Those same qualities are creating Michigan anew today. The knowledge revolution has transformed yesterday's smokestack industries, and Michigan has become the global epicenter of advanced manufacturing with an unparalleled concentration of research and development facilities and the brainpower needed to make them hum. Whether in traditional industries like automotive and furniture making or in emerging sectors like alternative energy, Michigan can rightfully claim national and international leadership.

Today our state is meeting the challenge of economic transformation through equal parts determination and innovation. We are working to make sure all of Michigan's citizens have the opportunity for good paying jobs because we know that a good job is the foundation for a good life.

Our comprehensive Jobs Today, Jobs Tomorrow plan is rebuilding the state's infrastructure while creating the foundation for new technology and research-based businesses. Our promise to "go anywhere and do anything" to create jobs is already attracting new businesses to Michigan from across the nation and around the world. Our revolutionary approach to education and worker training is turning the nation's hardest-working labor force into its best educated. And our commitment to fiscal integrity, streamlined government and a competitive tax structure produces an ideal climate for business growth.

At the same time, our Great Lakes state is dedicated to maintaining a quality of life that others can only envy. Quality education for our children. Affordable and accessible health care. Secure retirement. These are the things we all want in Michigan. And we believe this good life we've worked so hard to create is worth protecting.

Whether you are thinking about building a business, buying a house or raising a family, there's no better place to make it happen than Michigan.

Sincerely



Jennifer M. Granholm

The Challenge

In the 20th century, no state defined the American Dream more than Michigan. This was the place where hard work could lead to a good life. And people across our nation and around the world came to Michigan to build businesses, create communities and raise families. Through their innovation and perspiration, they built some of the world's best known and best loved products and made Michigan the premiere manufacturing center on the globe.

“No tax breaks, no financial lures, no government bureaucracy-busting could have changed this tragic outcome for Delphi.”

***Rick Haglund, Booth Newspapers
April 05, 2006***

Today, in a new century, this tradition of hard work and bold thinking still characterizes our people. Our state remains home to major manufacturing industries and proud communities. And the quality of life reflected in the brilliant blue waters of our Great Lakes is still enviable.

But Michigan today faces tremendous challenges. Our manufacturing companies and manufacturing workers have faced unprecedented competition from abroad, fueled by the unfair trade policies of an indifferent government in Washington. In a period of six short years, Michigan lost 243,500 manufacturing jobs—jobs that were the foundation of strong families and strong communities. Trade agreements like NAFTA and CAFTA and other federal policies resulted in massive outsourcing of American jobs to low wage countries like Mexico and China.



The Detroit News

Monday, February 20, 2006

detnews.com

Metro Edition

Leaders ask Bush to stop unfair trade, save state jobs

This challenge to Michigan's economy did not appear overnight; it emerged into view in the 1990s. The last decade of the 20th century should have been a time of transition in Michigan. Instead, it was a time marked by missed opportunities and a squandered inheritance. As the new century dawned, there was no plan in place to diversify Michigan's economy. At a time when we needed to significantly increase our investment in creating a highly-educated workforce, and when we needed to think about training our workforce for the economy of the future, shortsighted fiscal policies were putting Michigan on a path that would turn a \$1 billion surplus into \$4 billion in structural deficits.

On January 1, 2003, Jennifer M. Granholm became the first Michigan governor elected in the 21st century. Determined to face the challenge of this new era head-on, she set a course of bold change that would end a decade of drift. While stemming a rising tide of red ink in the state's budget, she insisted that Michigan begin a long overdue transformation of its economy so that every citizen could have the opportunity to achieve a good life.

“Wherever we live in Michigan, we know that as our auto industry struggles in this global economy, our people feel that pain more than in any other state in the country.”

*Governor Jennifer M. Granholm,
State of the State Address 2006*

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22

Jobs Today, Jobs Tomorrow: Governor Granholm's Plan to Transform Michigan's Economy

When Governor Granholm took office in 2003, Michigan had already experienced staggering job losses in manufacturing thanks to years of unfair trade practices. Jobs that had existed in Michigan had been outsourced to countries like China and Mexico. And more job losses were likely to follow unless the White House stood up for American manufacturers and American jobs. At the same time, decisions made by the previous administration in Lansing would saddle Michigan with billions in deficits.

“We have a detailed and comprehensive plan to grow this economy. We are working that plan. And everything in that plan will secure the opportunity for a good life for you and your family in Michigan.”

***Governor Jennifer M. Granholm,
State of the State Address 2006***

Despite the fiscal mess she inherited and the indifference of the administration in Washington, the Governor crafted her own response to Michigan's economic crisis—a detailed, comprehensive plan rooted in her belief that every citizen of Michigan should have the opportunity for a good-paying job and a good life. **Her \$6 billion Jobs Today, Jobs Tomorrow economic plan is the nation's most aggressive. It will protect the jobs we have. It will create the new jobs we need and help the people of Michigan get the skills and education they need to prosper.** She made job creation her central goal, saying she will “**go anywhere and do anything**” to bring jobs to Michigan.

The Governor's plan is already producing results. Keebler relocated its corporate headquarters from Illinois to Battle Creek. Toyota is putting 400 people to work in York Township at its new Technical Center. When manufacturing jobs left Greenville for Mexico, Governor Granholm convinced United Solar Ovonic to open a major new manufacturing facility there. The Governor has met face to face with businesses from across the country and around the world—her jobs missions to Japan have attracted more than 1,000 new jobs and over \$200 million in new investment from 22 Japanese companies.

Creating Jobs Today

To jump start Michigan's economy, the Governor accelerated 10 years of public infrastructure projects into a three-year period. Thanks to Governor Granholm's leadership, the \$3.8 billion Jobs Today initiative is putting tens of thousands of Michigan citizens to work making Michigan work better—rebuilding roads and bridges, modernizing nursing homes and turning polluted industrial sites into useable land. In 2006, the Governor expanded the Jobs Today initiative by providing funds to put local road improvement projects on a fast track.

Diversifying Michigan's Economy to Create Jobs Tomorrow

Many have talked about diversifying Michigan's economy but Governor Granholm took action. Her 21st Century Jobs Fund is sparking more than \$2 billion in investment to grow the industries of tomorrow in Michigan. Concentrating on four high-growth sectors—life sciences, alternative energy, advanced manufacturing and homeland security—the fund will attract knowledge and technology based businesses and the jobs they produce to Michigan. The Fund will also give a needed boost to Michigan tourism by increasing our investment in telling the nation that Michigan is among the country's premier vacation destinations.

**MI Opportunity Partnership:
Connecting Workers
to Today's Jobs**

Governor Granholm created the MI Opportunity Partnership because she believes Michigan citizens deserve the opportunity to have good paying jobs. The Partnership is placing qualified workers in jobs today while helping others gain the new skills they need to get good paying jobs. In its first year of operation, the Partnership has already helped 107,000 people get jobs.



Preparing All Students for Success

Governor Granholm believes in the promise of public education. That's why she's working to make sure every student has the preparation and opportunity to earn a college degree or technical certification to succeed in the 21st Century workplace. Thanks to Governor Granholm's leadership, all high school students will now be required for the first time—to complete a rigorous curriculum. And because she believes college must be affordable for all families, she is fighting to make a \$4,000 scholarship available to all Michigan students who continue their education beyond high school.

Making Health Care Accessible and Affordable

Governor Granholm is working to expand access to affordable health care to every person in Michigan. She believes no one in Michigan should be without health care and that providing coverage to all will lower costs for consumers and businesses alike. In the last three years, more than 292,000 Michigan citizens have gained access to health care and prescription drug benefits thanks to her initiatives. Now, through her Michigan First Health Care Plan, the Governor will create universal access to affordable health care in Michigan.

Continuously Improving Our Business Climate

To attract new businesses and new jobs from across the nation and around the globe, Governor Granholm believes Michigan must have an attractive business climate. She has cut taxes for our manufacturers by \$600 million, and proposed a new, simple, reduced business tax that won't force cuts in health care and education. She balanced the budget in the face of unprecedented deficits and reduced business permitting time. She is also creating strong cities to anchor regional economies and attract a young, educated workforce.

Protecting Our Quality of Life

Michigan's unique quality of life has always drawn people to the state. Because Governor Granholm believes education, health care, a healthy environment and public safety are the key ingredients of a good life for Michigan families, she has fought hard to protect them despite the state's fiscal challenges. In Michigan, the high quality of life we enjoy is a boon, not a barrier, to economic growth and job creation.

**“Going anywhere,
doing anything
for Jobs”**

Governor Granholm is committed to going anywhere and doing anything to create jobs for Michigan workers, and direct action by her administration is convincing major corporations to expand in Michigan. Thanks to the Governor's work and her economic plan:

Advanced Photonix is relocating its corporate headquarters and a manufacturing facility from California and Wisconsin to Michigan, creating many new high wage jobs.

Cobra Motorcycle is moving its existing production facility from North Lima, Ohio to Hillsdale.

DENSO, a Japanese corporation, is expanding its North American headquarters in Southfield, creating 250 new jobs.

Hemlock Semiconductor is embarking on a major expansion of its Michigan operations that will create more than 200 new jobs in Saginaw County.

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22

Creating Jobs Today

To put people to work today, Governor Granholm is accelerating a decade's worth of road and bridge repair work and other public infrastructure projects into a three-year period. Jobs Today is investing nearly \$4 billion to put tens of thousands of people to work and to make Michigan a better place to live and do business.



“Governor Granholm’s Jobs Today program will promote economic development and give Michigan construction workers what they need most...more jobs.”

Michigan Building and Construction Trades Council CEO Pat Devlin

“The governor’s bold and unprecedented plan lets local road agencies speed up road construction on projects that are approved by Congress but are waiting for federal funds to get started. Overall transportation system funding remains a serious issue, but it is important to recognize the benefit of this program.”

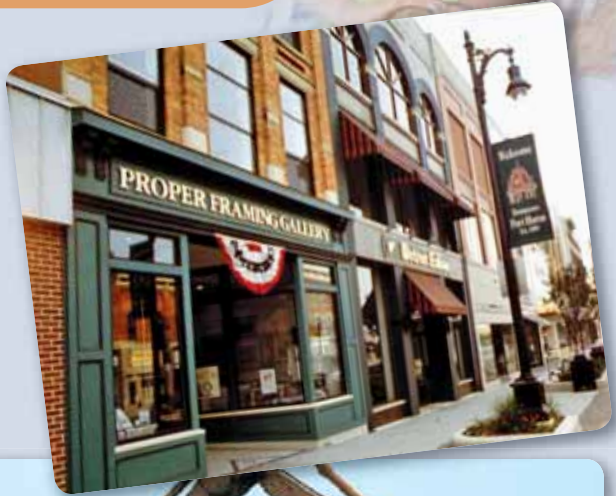
John D. Niemela

Director, County Road Association of Michigan

March 28, 2006

These are some of the ways Governor Granholm’s Jobs Today initiative is putting people to work and making Michigan work better:

- Sewer repair projects that are protecting the water quality of our rivers lakes and streams
- Over \$1.1 billion in road and bridge construction work in nearly all Michigan counties
- Pollution clean-up projects across Michigan
- Major renovation and construction projects at state universities and colleges
- Housing and downtown development projects creating better neighborhoods and greater economic activity in our communities
- Upgrading nursing homes to help Michigan seniors enjoy security and dignity



MI Opportunity Partnership: Connecting Workers to Today's Jobs

In a period of economic transition, the job skills of one era may not match the job opportunities of another. As a result, jobs can go wanting even when the unemployment rate is too high. To make sure Michigan citizens have the opportunity to get these jobs, Governor Granholm created the MI Opportunity Partnership, an unprecedented job training and placement initiative.

“Thanks to our MI Opportunity Partnership, we’re more successful than ever at training and placing unemployed people in good paying jobs that exist today in Michigan.”

***Governor Jennifer M. Granholm,
State of the State Address 2006***

Through the Partnership, Michigan Works! agencies and local partners now regularly canvass employers across Michigan to assess their hiring needs. Individuals who have the required skills are matched with jobs quickly, while others have access to fast-track job training that allows them to shift gears for new job opportunities. Much of the training is provided by Michigan’s excellent network of community colleges and is tailored to fit the needs of the local job market.





Since it was launched in early 2005, the MI Opportunity Partnership has already placed more than 107,000 Michigani-ans into jobs in fields as diverse as utilities, forestry and health care. There are now 25 Regional Skills Alliances helping to make this happen by working closely with local employers to understand the kind of jobs they want to fill and the skills it takes to fill them.

Thanks to the MI Opportunity Partnership, the people of our state will get the skills they need to get back to work. Employers who choose Michigan will also know there is an effective way to train and recruit our citizens to grow their businesses.



Detroit-er Armenia Smith lost her job in a restaurant and was out of work. All across the metro area, jobs in nursing and other health fields go unfilled. But Armenia didn't have the skills needed for those jobs and many others that are available in Michigan today.

But thanks to training provided through the Michigan Opportunity Partnership, Armenia is working as a nurse's assistant in a local nursing home. A single mother, Armenia has increased her earning power and is thinking about getting more training to become a registered nurse. "I was able to get the training I needed for a whole new career, not just another job" she said.

Governor Granholm had hard-working people like Armenia Smith in mind when she created the MI Opportunity Partnership. More than 107,000 have now found jobs through the Partnership's training and placement services.

Diversifying Michigan's Economy t

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22

The critical need to diversify Michigan's economy has been recognized for decades. Now, thanks to Governor Granholm's 21st Century Jobs Fund, this new economy is actually taking shape. Authorized by bipartisan legislation in the fall of 2005, the Fund will allow us to invest more than \$2 billion in emerging sectors that promise tremendous job growth—alternative energy, the life sciences, homeland security and advanced manufacturing. This new investment will create thousands of jobs that won't be outsourced and that will give our children the opportunity to live good lives and raise families of their own in Michigan.

“Today is a turning point for Michigan's future,” said Granholm.

“By investing billions in diversifying our economy, we will create thousands of new, good-paying jobs that won't be outsourced and that will encourage our children to build their futures in Michigan.”



to Create Jobs Tomorrow



The 21st Century Jobs Fund will give Michigan the edge when it comes to attracting and growing technology and knowledge-based businesses. Michigan already has some of the world's best research universities and private R&D centers. Our new investments will leverage these resources and turn ground-breaking research into successful new products. The Fund will also increase the supply of venture capital in the state, stimulate new lending by Michigan banks, and ensure that small businesses here have greater access to capital.

More than 500 proposals have been submitted to the 21st Century Jobs Fund indicating strong interest in business growth opportunities in Michigan. Late this summer, the Fund will announce its first round of awards with others to follow as we create the new economy we need in Michigan.

“Michigan’s leadership is doing the right things to help the state’s economy during this period of dramatic restructuring. Last year, Gov. Jennifer Granholm’s proposed 21st Century Jobs Fund was enacted and will invest billions in the research, development and commercialization of new technologies and industries.”

Brookings Institution January 23, 2006

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

Preparing All Students for Success



Governor Granholm believes all Michigan citizens must have the opportunity to get the education that leads to good jobs and rewarding careers. That's why she set an ambitious goal for our state—to give Michigan the nation's best educated workforce. To reach that goal, she appointed the Lt. Governor's Commission on Higher Education and Economic Growth and charged it with finding ways to double the number of college graduates in Michigan within ten years. The Governor is now using the recommendations of the Cherry Commission to transform education in Michigan.

A Plan to Give Every Child the Opportunity to Go to College

Because she believes all children in Michigan should be able to go to college or get technical training, Governor Granholm has proposed a new \$4,000 scholarship for every student

in Michigan, not just those who score well on standardized tests. This new scholarship will give all students in the state the ability to pay for at least a two-year community college degree—making two years of college or technical training the new standard in Michigan education. Employers who demand an educated workforce need look no further than Michigan.

“Michigan's elected leaders set aside partisan differences ...(Thursday) and adopted a tougher high school curriculum that has the potential of changing the state's economic fate....Credit goes first to Gov. Jennifer Granholm, who formed the Cherry Commission shortly after taking office and charged it with improving Michigan's culture of education.”

Detroit News editorial, March 31, 2006

WELCOME TO OTTO'S LIBRARY MEDIA CENTER!

"ONCE YOU LEARN TO READ... YOU WILL BE FOREVER FREE"

Frederick Douglass

Great Expectations: Michigan's High Standards for Its K-12 Schools

To prepare all students, not just some, for education beyond high school, Governor Granholm is making fundamental changes in our K-12 schools. After establishing some of the nation's highest standards for grades K-8 in 2004, she led the fight for a rigorous core curriculum that would—for the first time—prepare all Michigan high school students for success in college and the workplace.

With the bipartisan support of the State Board of Education and the Michigan Legislature, the new curriculum became law in April 2006—giving Michigan among the most demanding high school standards in the nation. All Michigan high school students will be required to take a full complement of math, science, English and other courses to earn their diplomas. Students must also meet a first-in-the-nation requirement for on-line learning to prepare for the kind of learning they are certain to encounter in the workplace.

The Governor has other changes in store for Michigan's schools. Beginning next year, all Michigan high school students will take a college entrance exam to encourage more students to continue their education. She is also working to protect children from bullying, provide parents with prompt direct notification when their children fall behind in school and require all new teachers to learn effective ways to maintain discipline in the classroom.



3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

Making Health Care Accessible and Affordable

Governor Granholm believes quality health care in Michigan must be affordable and accessible for all. The quality of a state's health care system doesn't just determine who sees the doctor and how often—it has a major impact on business investment and job creation. Employers want to locate in a state that is serious about controlling health care costs, including the costs we all pay today to provide health care to the uninsured.

Governor Granholm has expanded affordable health care and prescription drug coverage to more than 292,000 people, while preventing cuts that would have left Michigan's most vulnerable citizens without health care coverage. Now she is fighting to make affordable health care universally available in Michigan for the first time. Her Michigan First Health Care Plan will make health care in Michigan affordable and accessible for all citizens by subsidizing care for those who can least afford it, creating affordable insurance products for individuals, and creating incentives for more businesses to offer insurance to their employees.



and Affordable

Governor Granholm's leadership helped save 1,000 jobs at the Detroit Medical Center and a critical health care safety net in South East Michigan.



Governor Granholm discusses her efforts to make health care more affordable and accessible at a National Governor's Association meeting.

Governor Granholm has advanced a series of innovative policies to make health care more accessible and affordable for everyone by:

- Forming the first multi-state compact to purchase prescription drugs in bulk, driving down the cost of medicines used to treat Medicaid recipients
- Appointing the state's first Surgeon General to lead efforts to prevent the chronic diseases that afflict Michigan citizens and increase the cost of health care for all
- Creating a prescription discount card, the MiRx Card, to reduce the cost of prescription drugs for those without prescription drug coverage
- Expanding access to primary health care in Michigan through rural health initiatives and by increasing the number of Federal Qualified Health Centers
- Helping to secure \$50 million in critical state support for the Detroit Medical Center that allowed it to maintain health care coverage for the tens of thousands of citizens who depend on this vital link in Michigan's health care system

Under Governor Granholm's leadership, Michigan will continue to work to make health care accessible and affordable for all. That's good news for Michigan citizens and for anyone who wants to grow a business in Michigan

Continuously Improving Our Business Climate

Governor Granholm has made continuously improving Michigan's business climate a top priority for her Administration. From cutting business taxes to streamlining permitting, to defending diversity both in the workplace and throughout society, to investing in education and job training, she's made it clear that no state will beat Michigan when it comes to welcoming new investment and new jobs. Today, Michigan offers employers a competitive tax structure, a skilled workforce with a work ethic second to none and a well-managed government that has waged war on both red ink in the budget and red tape in the regulatory process. Site Selection Magazine added up the score and rated Michigan the 8th best business climate in the nation. The Small Business and Entrepreneurial Council said Michigan was the 5th best state for small business.

Making Government Lean, Not Mean

Since she took office, Governor Granholm has eliminated \$4 billion in deficits without increasing general taxes. She did it by making tough decisions about state spending priorities and by eliminating waste. During these years, state spending has fallen to its lowest level since 1974, and the state workforce is smaller than it has been in three decades.

Competitive Taxes

Michigan's economic experience shows that tax cuts alone cannot prevent job loss. Nonetheless, Governor Granholm believes that Michigan's business taxes must allow our state to compete in the battle for jobs. Since taking office, she has signed 59 targeted business tax cuts into law including a \$600 million tax cut in 2005 for our beleaguered manufacturers that encourages the in-sourcing of jobs to Michigan. She has proposed a plan to eliminate the Single Business Tax (SBT) as we know it by lowering the tax rate, simplifying the tax and making it less payroll sensitive. Today, Michigan's business tax burden is below the national average, a remarkable achievement given our state's high level of investment in education, health care and public safety.

“In a major win for Michigan manufacturers, Gov. Granholm in December signed tax relief bills that represent the most significant cuts for industry since the Single Business Tax was enacted in the mid-1970s.”

*Michigan
Manufacturers
Association*

Streamlining Government

A little more than three years ago, Michigan's government moved at a snail's pace while the business world raced ahead at lightning speed. Today, our state government is fully embracing e-technology to create a 24/7, one-stop shop for permitting on-line. Michigan is already the first state in the nation to offer environmental permits online—a step that has cut air quality permitting for businesses by 66 percent. Governing Magazine recognized the improvement in state government operations when it named Michigan the third best managed state in the nation in 2005. The Center for Digital Government named Michigan the most e-friendly state in the nation.



Building Our 21st Century Infrastructure

In the last century, commerce moved on roads, rivers and railways. While they remain critical in today's economy, wired and wireless technologies are transforming the business world. Governor Granholm is building this new infrastructure in Michigan today, extending broadband capabilities to every corner of the state by 2007 and putting Michigan on the leading edge of emerging wireless technologies.

Less Climate

Investing In Strong Cities

Governor Granholm believes Michigan's cities should be vibrant centers of commerce and culture-places that can attract a diverse, educated workforce. From building affordable housing to fighting crime to create safe neighborhoods, to her "Fix It First" policy of investing in existing road repairs, the state has become an active partner in making Michigan's cities work, ending a period of disinvestment in our urban centers. And the Governor's "Cool Cities" initiative is helping communities across the state find exciting new ways to promote economic growth and urban development and attract a young, educated workforce.

Putting Michigan First

Governor Granholm believes state government in Michigan should root for the home team. In just its first year, the Governor's "Buy Michigan First" initiative ensured that 85 percent of what the state bought was purchased from Michigan companies. The state has even successfully "in-sourced" work to Michigan that had been done overseas-in one instance, moving jobs from India to Oscoda. The administration is reaching out to help Michigan businesses win more state contracts than ever before.

"A state that can balance its books and maintain a high quality of life is a state that will attract businesses and jobs."

**Governor Jennifer M. Granholm,
State of the State Address 2006**

Michigan Business Taxes

Lowest in the Midwest

Only 12 states have a lower state and local business tax burden than Michigan according to the Council on State Taxation. The Council, which provides tax information to national and international corporations, also found that Michigan's business taxes are lower than any other state in the Midwest.

What is COST?

The Council On State Taxation (COST) is the premier state tax organization representing taxpayers. COST is a nonprofit trade association consisting of approximately 570 multistate corporations engaged in interstate and international business. COST's objective is to preserve and promote equitable and nondiscriminatory state and local taxation of multijurisdictional business entities.

RANK	STATE
1	Virginia
2	Alabama
3	Oregon
4	Missouri
5	Maryland
6	Connecticut
7	Utah
8	Idaho
9	Colorado
10	North Carolina
11	Arkansas
12	Massachusetts
13	Michigan
14	South Carolina
15	Georgia
16	Kentucky
17	Iowa
18	New Jersey
19	Montana
20	Wisconsin
21	Tennessee
22	Pennsylvania
23	Ohio
24	Indiana
25	Oklahoma
26	New Hampshire
27	Hawaii
28	Nevada
29	Rhode Island
30	Arizona
31	Florida
32	Mississippi
33	California
34	Kansas
35	Minnesota
36	Nebraska
37	Vermont
38	Maine
39	South Dakota
40	Illinois
41	West Virginia
42	Washington
43	Delaware
44	New Mexico
45	Texas
46	New York
47	Louisiana
48	North Dakota
49	Alaska
50	Wyoming

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22

Protecting Our Quality of Life

Michigan is known far and wide as the Great Lakes State. But it's not just our lakes that are great. We enjoy a unique quality of life rooted in our state's God-given beauty and abundant natural resources and enhanced by the fruits of our own hard-working hands.

Governor Granholm believes protecting that quality of life is critical to our efforts to grow our economy.

We work hard in Michigan, and we play hard too. Boaters will enjoy our picturesque coastline—we've got more than any state this side of Alaska. And for those who prefer ground beneath their feet, we have endless miles of beaches and trails. We refuse to choose between protecting a beautiful environment and promoting economic growth in Michigan. Governor Granholm has shown we can have both.

Our cities are centers of culture and home to some of the nation's best—and best-loved—major and minor league sports teams. We've given the world the Motown sound and a sky full of musical stars—from gospel to rock and from jazz to hip hop.



3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22



In Michigan, we believe strong families are the foundation of a good life. We are proud of the communities we call home—from big cities to tiny villages. We have built one of the nation’s best education systems—from pre-school to graduate school—and we are working hard to make it better everyday.

We do believe we must invest in a strong economy *and* a good life in Michigan. Throughout our history, we’ve found ways to achieve both, creating a prosperity enjoyed by the many, not just the few. Governor Granholm’s economic plan is all about protecting the opportunity for that middle class way of life—our Michigan version of the American Dream.

It’s about a Michigan where everyday people can afford to take care of their family’s health and know they’ll have a peaceful, secure retirement. It’s about a Michigan where every child really can go to college and have a better life than their parents.

As we implement the economic plan described in these pages, we are determined that our Michigan will remain the place where hard work turns dreams into realities.



For additional information, visit:

From preserving Michigan's environment, to defending civil rights and protecting Michigan's children and seniors, there is much work Michigan state government is getting done on behalf of Michigan's citizens everyday. For more information, visit one of these sites:

- **State of Michigan** - www.michigan.gov
- **Governor Jennifer M. Granholm** - www.michigan.gov/gov
- **Lt. Governor John D. Cherry** - www.michigan.gov/ltgov
- **First Gentleman Dan Mulhern** - www.michigan.gov/firstgentleman/
- **Commission on Higher Education and Economic Growth** - www.cherrycommission.org
- **Michigan Department of Education** - www.michigan.gov/mde
- **New high school curriculum** - www.michigan.gov/highschool
- **Merit Award** - www.michigan.gov/meritaward
- **Michigan Newswire** - www.michigan.gov/minewswire
- **Michigan Economic Development Corporation (MEDC)** - www.michigan.org
- **Travel Michigan** - www.michigan.org/travel
- **Buy Michigan First** - www.michigan.gov/buymichiganfirst
- **Michigan eLibrary (MeL)** - www.mel.org
- **Federal Government** - www.firstgov.gov





Governor Jennifer M. Granholm

State of Michigan
P.O. Box 30013
Lansing, Michigan 48909

PHONE: (517) 373-3400

FAX: (517) 335-6863

www.michigan.gov/gov